

ICTNoviQ



# Confidence Factor measurement to steer change management

Soft metrics as hard measure



## Introduction



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## Confidence Factor

- Why?
- What?
- When and how?
- Using results?
- Advantages
- Case
- Tool

- What if the project team considers the project as totally lost while the project manager only presents wonderful news?



- What if the project manager is new on an already running project, and has no idea how the project is doing?



- What if the organisation wants to determine if a project can be successful at an early stage?





The Confidence Factor measurement can help to:

- Overcome too optimistic project managers
- Get a good understanding on the status of the project
- Determine if the project should continue in the current way
- Initiate a change!



- A measurement by the team for the team and management
- Rough indication if the project will finish in time, within budget and with a satisfied customer
- Presented anonymous
- Opposite of evaluation





soft

hard

Stomach  
feeling

subjective

Intersubjective

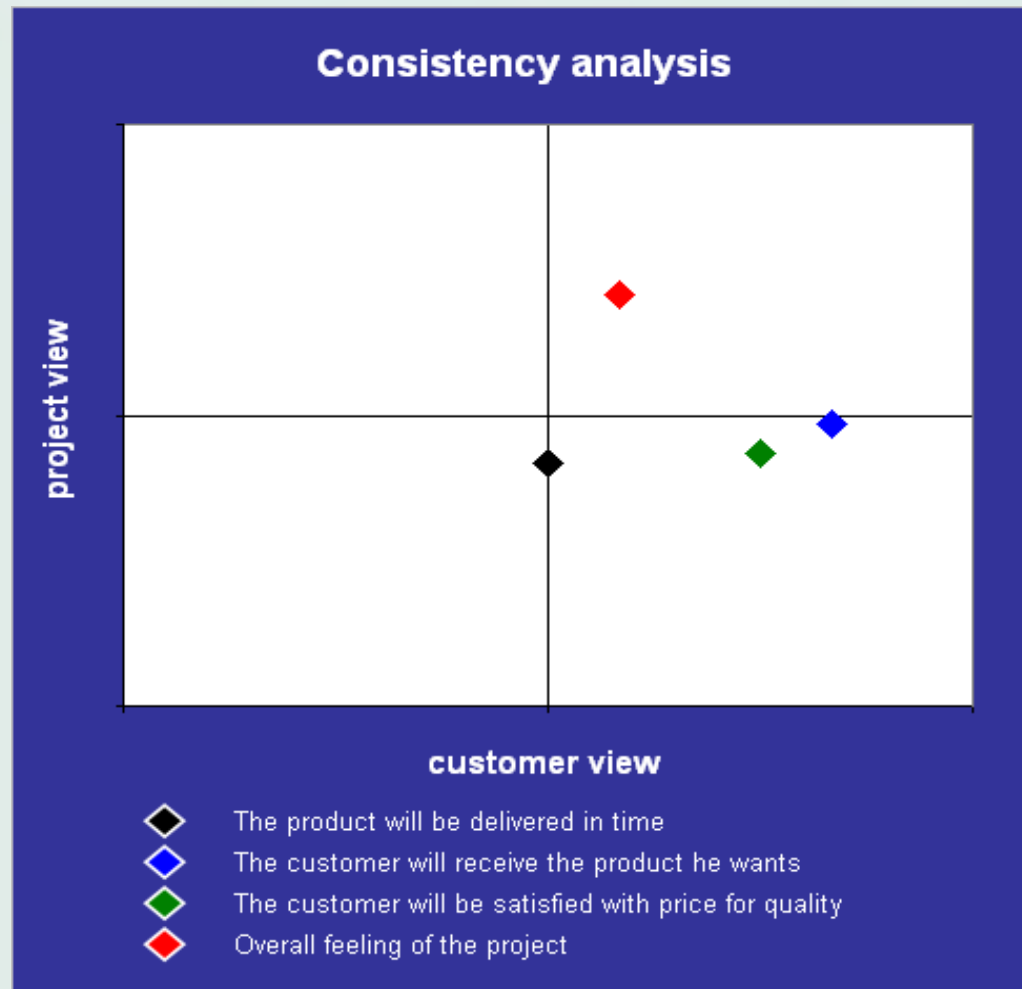
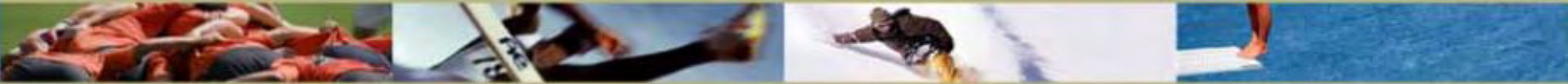
Fully fact  
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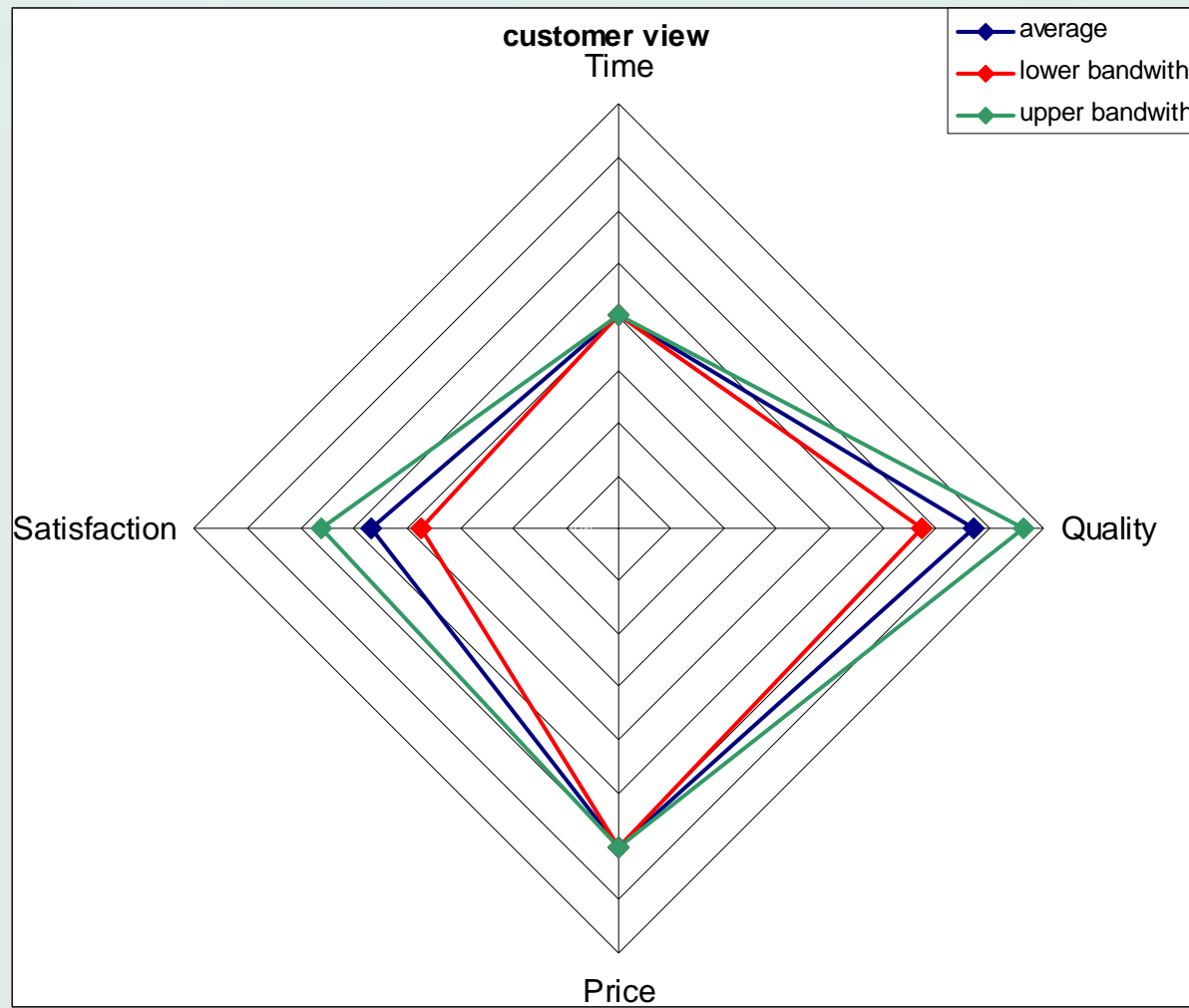
Objective

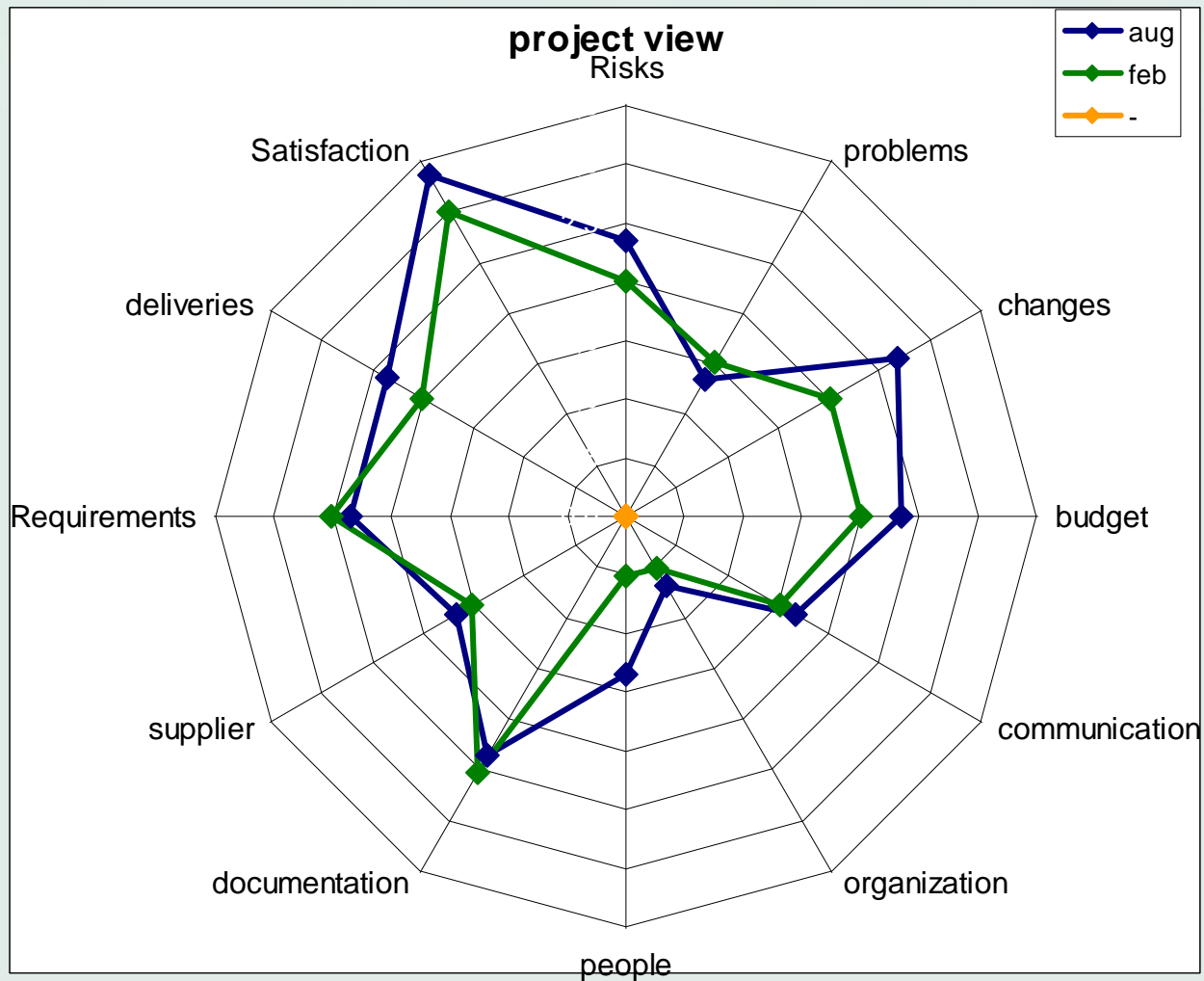
No hard facts...

BUT!

...Surprisingly reliable result.









- Send out questionnaires to the team
- Gather the filled in questionnaires
- Analyse the data
- Present to the team and management
- Take actions



- CMMI level?
  - Level -1 is sufficient
- Phase in project?
  - From project start onwards
- Role of the (Project) management?
  - Take the outcome serious
  - Take the outcome serious
  - Take the outcome serious



Possible scenario's are:

- Perform a deep dive session on possible root causes
- Analyse organisational culture and structure
- Set up process Improvement program
- Stop the project



## Case study

**ICT** Advanced Thinking





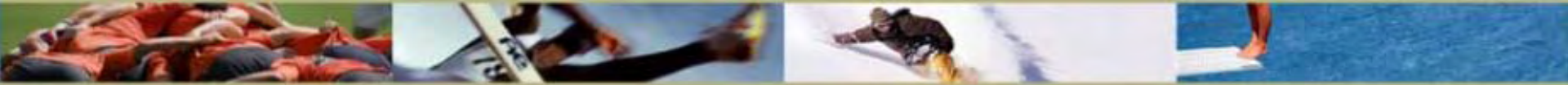
- Digital Extension Program (30FTE)
- Cooperation NXP and ICT based on shared revenue
- NXP responsible for sales, ICT for product development
- Customers: Philips Consumer Electronics (large customer), several small customers like Daewoo, Funai





The program was not running smoothly:

- People working extreme overtime
- Customer satisfaction needed improvement
- Motivation of the project team not optimal
- Miscommunication between NXP and ICT regarding the program

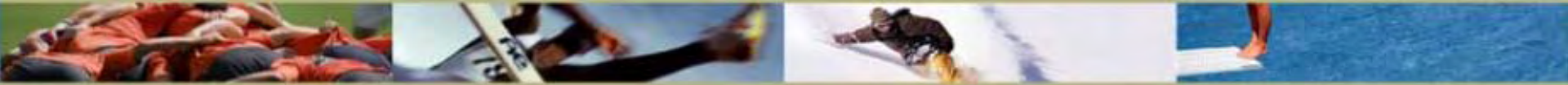


## Confidence Factor

- Questionnaire with 30 questions
- 26 questions to be answered from 1 to 10
- 4 open questions
- 8 aspects:
  - General
  - Communication
  - Training
  - Documentation
  - CM
  - Risk management
  - Customer
  - Deliverables

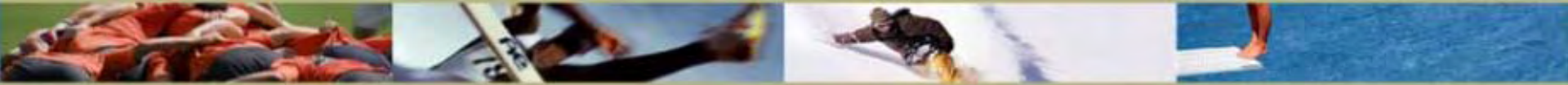


- January 2007
- 24 questionnaires sent out
- To all people (all roles) in the program
- Response 92%
- One skipped



Average:  
5.8





## Results of CF known, what next?

- Need to know more about culture
  - > OCAI
- Need to know more in detail
  - > Audit



## OCAI (Organisational Culture Assessment Instrument)

### RESULT

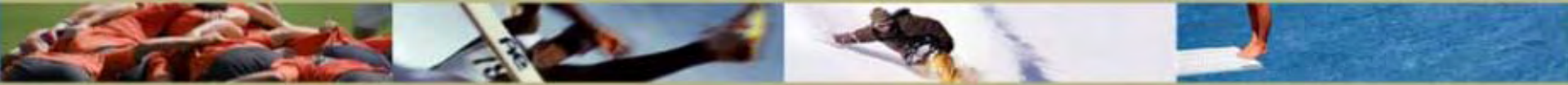
- Strong market culture (NXP culture)
- Preference for clan culture (ICT culture)





## Results from audit (not complete list):

- Archive structure not clear
- Only informal code and document review
- Lack of user requirements
- Lack of architectural documentation
- Lack of challenging work
- Status of projects not clear
- No change handling procedure
- Customer satisfaction low
- No release procedure



## Actions

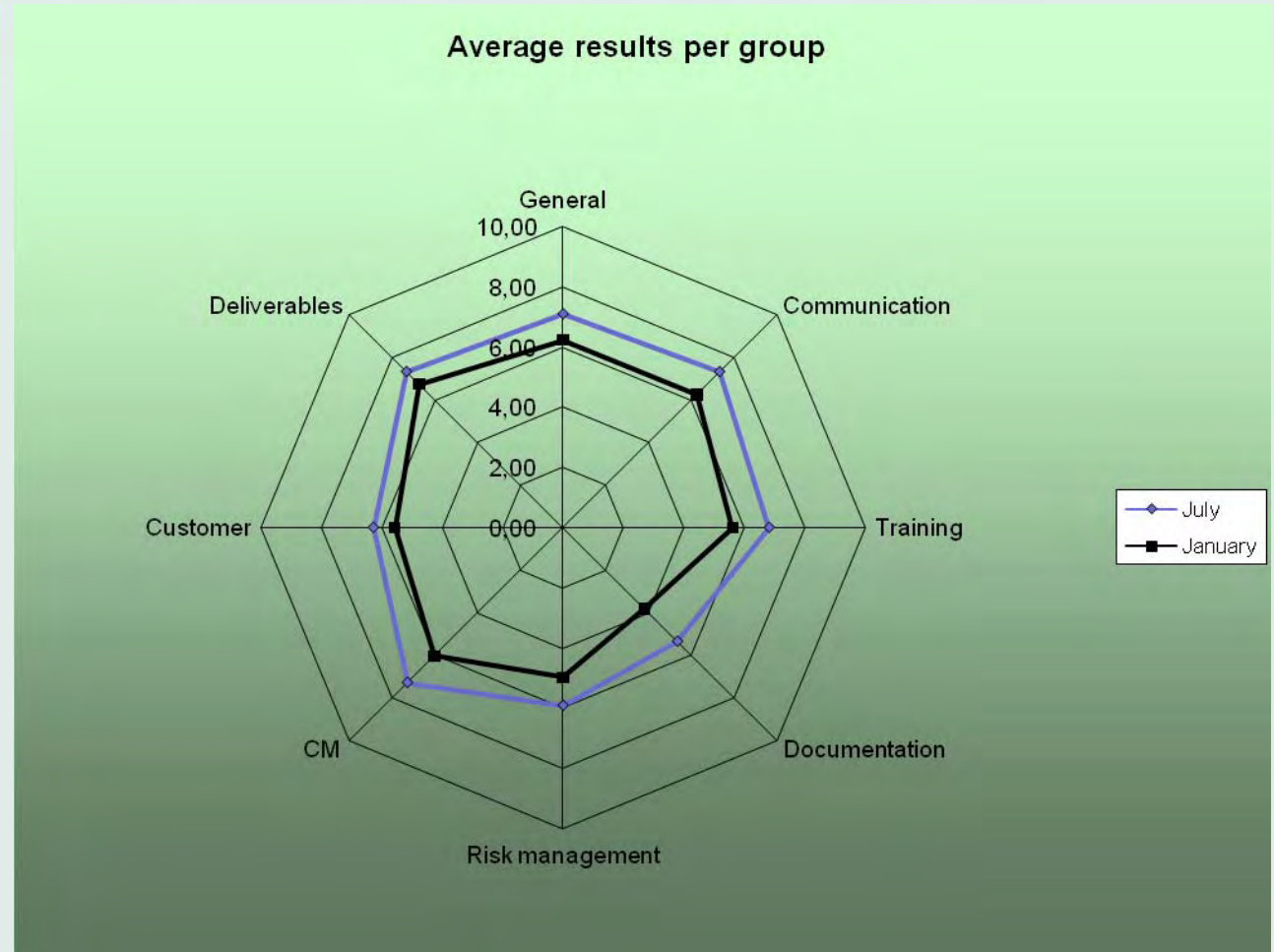
- Team
  - No direct contact with the customer
  - Decisions made about the projects
  - More communication ('town meetings')
- Documentation
  - Architects reversed engineered Arch docs
  - Restructuring archive
- Risk management
  - Introduced risk management
- Customer
  - Introduction Release procedure with release meeting
  - Introduction CCB's
  - Change handling procedure
- **Goal for next half year: average to at least 6.5**



- July 2007
- Smaller project team because of ramp down of team
- 18 questionnaires sent out
- To all people (all roles) in the program
- Response 100%



Average:  
6.7





## Summary

- CF can be used as controlling mechanism
- People feel heard
- Easy to use
- Gives quickly important information about the weak spots of a program/project
- A way to measure improvements
- PM pleased with the information
- The program received compliments of Philips Consumer Electronics



## Tool

- Free CF Tool available which guides you through the CF measurement flow
- Let us know after the presentation if you are interested in the CF tool



## Summary

- People feel heard
- Reaching an 'average figure' can act as goal
- Relative simply insight in the weak spots of the program
- Takes little time
- Makes process quality measurable
- CF in an indicator, it does not give sufficient information to start improvement actions

- Questions?

